

Building leaders in research for development: Matrix of organisations building leadership

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1. Context

This document provides additional background detail for the paper 'Building leaders in research for development: literature review'. The information is provided in three tables:

- A summary of leadership development programmes (page 2 - page 22)
- A summary of R4D leadership programmes (page 23 - page 37)
- A summary of organisations working in R4D leadership (page 38 - page 44)

2. Summary of leadership development programmes

This table reviews organisations running leadership programmes (internally or externally) within a development context outside the R4D environment.

Name of programme and organisation	Summary of programme	Additional information
Academic leadership development programme (ALDP) (Oxford University)	<p>ALDP explores academic leadership at Oxford and seeks to encourage the participation of those from demographic groups currently under-represented in leadership roles at Oxford, including women and those from ethnic minorities.</p> <p>Participants are expected to undertake a short project relevant to the exploration of academic leadership, and to attend the meetings of at least one decision-making body.</p>	<p>Sector: Education</p> <p>Size of programme:</p> <p>Duration of programme cycle: 3 ½ days spread through an academic year</p> <p>Target participants: Early career and mid - level</p> <p>Main country: UK</p> <p>Year programme started: unknown</p> <p>Status of programme: Ongoing</p> <p>Source of funding: Oxford University</p> <p>Link to website: http://www.learning.ox.ac.uk/support/leaders/programmes/aldp/ </p>

<p>Africa Leadership Training and Capacity Building Program (Africa Lead)</p> <p>(DAI)</p>	<p>Africa Lead (delivered by DAI) is building capacity among Africa's emerging food security leaders to devise and manage their country investment plans. This work is done within the framework of the New Economic Partnership for African Development's Comprehensive Africa Agriculture Development Program (CAADP), which requires countries to allocate 10 percent of their budgets to agriculture to raise productivity. Activities:</p> <ul style="list-style-type: none"> • Train African food security leaders on the skills and knowledge needed to scale-up activities in agriculture and food security. Courses motivate participants to take the lead in their own institutions, countries, and regions. • Assess needs by understanding the roles people and training institutions play in meeting FTF goals, and tie those roles to the capacity building effort. • Determine which institutions to assess, develop cost-effective assessment, track institutions' progress, and communicate capacity building needs to the institutions. • Broker business-to-business exchanges that place African agricultural professionals in regional and international company units for hands-on experiential training. • Create an interactive, easily updated training database that serves as a matchmaking tool that leads institutions to develop appropriate training programs. 	<p>Sector: Agriculture Size of programme: 600 institutions Duration of programme cycle: unknown Target participants: Senior Main country: Sub-Saharan Africa Year programme started: 2010 - 2018 Status of programme: Ongoing Source of funding: USAID Link to website: http://www.feedthefuture.gov/model/africa-lead http://dai.com/our-work/projects/africa%E2%80%94leadership-training-and-capacity-building-program-africa-lead</p>
<p>African Leadership in ICT (ALICT)</p> <p>(African Union Commission and GESCI – Global e-Schools and Communities' Initiative)</p>	<p>The ALICT course is a bespoke 7 month professional blended learning course (online and face- to- face) designed and delivered by GESCI (Global e-Schools and Communities' Initiative). The course is tailored specifically to the professional development needs of Africa's future architects of the Knowledge Society in the fields of Education, Science, Technology and Innovation (STI), and ICT policy making and planning.</p>	<p>Sector: ICT Size of programme: approx. 200 participants per year Duration of programme cycle: 7 months Target participants: Mid-level to Senior Main country: Uganda, Rwanda, Kenya, Ethiopia, Malawi, Botswana, Namibia and Mozambique Year programme started: 2012 Status of programme: Growing</p>

		Source of funding: Ministry for Foreign Affairs of Finland Link to website: http://www.gesci.org/african-leadership-in-ict-aliect.html
ASNC Leadership Development Program (American Society of Nuclear Cardiology)	The aim of the programme is to ensure that the field of nuclear cardiology continues to benefit from the talent and passion of its practitioners. Applicants are invited to select one of five curriculum track as part of the application process to help match their volunteer activities and training with their interests and expertise.	Sector: Health Size of programme: 4 – 11 participants per year Duration of programme cycle: 3 years Target participants: Early career and mid-level Main country: USA Year programme started: 2003 Status of programme: Ongoing Source of funding: American Society of Nuclear Cardiology Link to website: http://www.asnc.org/content_241.cfm?navID=454
Asia Leadership Fellow Program (Japan Foundation and International House of Japan)	Each year intellectuals from Asia are invited to discuss regional and global challenges through a series of dialogues. By offering the opportunity of living together, ALFP seeks to create a close, personal and professional network of public intellectuals in the region.	Sector: Civil Society Size of programme: 7 individuals Duration of programme cycle: 2 months Target participants: Senior Main country: Asia Year programme started: 1996 Status of programme: Ongoing Source of funding: Japan Foundation and International House of Japan Link to website: https://www.jpf.go.jp/e/intel/exchange/organize/alfp/
Asia Leadership Program (Asian Development Bank)	The Asia Leadership Program aims to train executive- and senior-level policy makers on strategic thinking and planning through best practice and cross-sector collaboration; and provide opportunities to integrate actions and priorities on sustainable development and climate change adaptation and mitigation into their development policies and programs. The program primarily is a face-to-face learning event that also uses online learning modules, blended learning programs, dialogues with experts, and a virtual community of	Sector: Sustainable Development and Climate Change Size of programme: 40 – 70 individuals per year Duration of programme cycle: 3 days + ongoing interaction Target participants: Mid-level to Senior Main country: Asia Year programme started: 2012 Status of programme: Ongoing Source of funding: Asian Development Bank and others

	practice that will enable participants to share knowledge, learn together, and open opportunities for collaboration and collective action.	Link to website: http://www.adbleadership.asia/
Asia Pacific Leadership Program (Indonesian International Education Foundation, East-West Center)	<p>This is Graduate Certificate Program which has as a core philosophy that leadership is most successful when developed alongside an ability to critically evaluate real-world events and issues – to think regionally and work collaboratively</p> <ul style="list-style-type: none"> • Individual leadership capacity combined with regional expertise • The graduate certificate includes a field trip to China or the US • Participants are evaluated on their progress in three areas: 1) Understanding regional trends; 2) Leadership development; and 3) Professional development. 	<p>Sector: Education Size of programme: Duration of programme cycle: 1-2 years Target participants: Early career Main country: Asia Pacific Area Year programme started: Status of programme: Ongoing Source of funding: Some scholarships available, student fees Link to website: http://www.iief.or.id/ or http://www.eastwestcenter.org/</p>
Communications Leadership Development Program (CLDP) (General Electrics)	<p>The program is designed to create a pipeline for leadership roles across GE. Participants gain experience and contacts within one of the GE businesses through their rotational assignments.</p> <ul style="list-style-type: none"> • CLDP is a rotational program focused on accelerating the development of potential communications and public relations talent. • CLDP involves three eight-month rotations within one of GE's six businesses. Rotational assignments could include work in public relations, marketing communications, employee communications, executive communications, corporate citizenship communications, and/or meeting GE's other communications needs. 	<p>Sector: Business Size of programme: Duration of programme cycle: 24 months Target participants: Early career Main country: Global Year programme started: Status of programme: Ongoing Source of funding: General Electrics Link to website: http://www.ge.com/careers/culture/university-students/communications-leadership-development-program/united-states</p>
Developing Communities Leadership Program	An intensive four week leadership development program for outstanding middle-level developing countries government, private and non for profits sector leaders. Online continued education which	<p>Sector: Private and Non-profit Size of programme: Duration of programme cycle: 4 weeks Target participants: Mid-level and Senior</p>

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(Global Leadership Education Network)	includes webinars, blogs, development series and on-site support for all the program alumni.	Main country: Middle-level developing countries Year programme started: Status of programme: Ongoing Source of funding: Link to website: http://www.gleninternational.org/developing_communities_leadership_program_dclp
Emerging Leaders in the Americas Program (ELAP) (Government of Canada)	The Emerging Leaders in the Americas Program (ELAP) scholarships are facilitated through institutional collaborations and student exchange agreements between Canadian and Latin American or Caribbean institutions.	Sector: Education Size of programme: Duration of programme cycle: 4-6 months Target participants: Early Career Main country: Latin America and Canada Year programme started: 2015 Status of programme: Ongoing Source of funding: Government of Canada Link to website: http://www.scholarships-bourses.gc.ca/scholarships-bourses/can/institutions/elap-pfla.aspx?lang=eng
Emerging Pacific Women's Leadership Program (Vital Voices)	This program aims to empower delegations from 12 Pacific Island countries to implement a specific project in one of the following issue areas: <ul style="list-style-type: none"> • Influencing legislative and policy change to improve women's labor force participation • Working to remove legal barriers to women's entrepreneurship • Advancing women's leadership and mentorship in public life This initiative aims to provide the Pacific women leaders with enhanced knowledge, skills, and abilities to advocate for women's economic opportunities and greater women's leadership in civil society throughout the Pacific Island region.	Sector: Governance Size of programme: Duration of programme cycle: 19-month program Target participants: Senior Main country: Papua New Guinea, Kiribati, Tonga, Vanuatu, Nauru, the Solomon Islands, Federated States of Micronesia, Marshall Islands, Samoa, Tuvalu, the Cook Islands and Niue Year programme started: Status of programme: Ongoing Source of funding: New Zealand Ministry of Foreign Affairs and Trade (MFAT) and AusAID PLP

		Link to website: http://www.vitalvoices.org/what-we-do/issues/political-participation/emerging-pacific-women%E2%80%99s-leadership-program
Empowering Women Worldwide (Institute of International Education)	<p>The IIE runs several programs aimed at developing women's leadership capacity in different areas such as technology, business and health.</p> <p>Women in Technology (WIT) takes a two-fold approach to empowering women and expanding their participation in the workforce through specially tailored training activities that build the capacity of both partner organizations and the women they serve.</p> <p>Individual women learn:</p> <ul style="list-style-type: none"> • IT Skills: Microsoft's Unlimited Potential (UP) and blogging • Professional development skills • Entrepreneurship <p>Local Partner Organizations:</p> <ul style="list-style-type: none"> • Develop and implement a sustainable business plan to operate their centers • Obtain skills and curricula to train women in the community • Share resources through a global network • Professional development networking opportunities 	Sector: Health, Business, Technology Size of programme: 7,000 women and 50 local women's organizations involved since 2005 Duration of programme cycle: Target participants: All Main country: Middle East Year programme started: 2005 Status of programme: Ongoing Source of funding: Middle East Partnership Initiative (MEPI) of the U.S. Department of State, Microsoft Link to website: www.iie.org/Programs/Women-In-Technology & http://witmena.org/what_we_do/whatwedo.html
Environmental Leadership Program (Asia Foundation)	<p>The Environmental Leadership Program funds individuals to attend the Beahrs Environmental Leadership Program (ELP) at the University of California, Berkeley. This program aims to broaden knowledge and perspectives on environmental and natural resource science, policy, management, and leadership during a summer course.</p> <ul style="list-style-type: none"> • The summer course consists of a series of interdisciplinary workshops with a focus on innovation and collaboration. • The ELP also supports post-training conservation and sustainable development collaborative projects with 	Sector: Environment Size of programme: 3 – 20 individuals per year for the course which hosts around 540 individuals per year Duration of programme cycle: 3 weeks Target participants: Mid-level and Senior Main country: Asia Year programme started: 2000 Status of programme: Ongoing Source of funding: Asia Foundation

	<p>alumni, their organizations and the UC Berkeley community of faculty, staff, and students.</p> <ul style="list-style-type: none"> • The 3-week certificate course offers a series of interdisciplinary workshops with a focus on innovation and collaboration. Workshops are facilitated by UC Berkeley faculty and non-academic experts from the greater San Francisco Bay Area. Training methods include lectures, small group exercises, role play simulations, debates, participant case studies, panels and presentations and open space sharing. • The curriculum is enhanced by field trips that showcase California's responses to diverse agricultural, natural resource and urban environmental challenges: <ul style="list-style-type: none"> ○ Capay Valley in Yolo County (diversified farming and marketing systems); ○ Central Coast (intensive horticulture and coastal conservation); ○ Berkeley and San Francisco Bay Area ("green" urban planning/economy, renewable energy, sustainable water and waste management, environmental and food justice); ○ UC Berkeley Botanical Garden (remote sensing tools, habitat and water quality monitoring). 	<p>Link to website: http://asiafoundation.org/program/overview/environmental-leadership-programs http://beahrselp.berkeley.edu/</p>
<p>Executive Director Boot Camp (The Alliance for Nonprofit Excellence)</p>	<p>ANE's intensive Program is designed for newer Executive Directors, Interim Executive Directors, and those wanting to move into an executive role</p> <ul style="list-style-type: none"> • Meet for 6 sessions, networking and collaborating with peers • Explores the fundamentals of being a nonprofit Executive Director and develops tools and strategies for success 	<p>Sector: Non-profit sector Size of programme: Duration of programme cycle: 6 x 3 hour sessions Target participants: Senior Main country: USA Year programme started: Status of programme: Ongoing Source of funding: Link to website:</p>

<p>Flexible Leadership Awards (The Haas Jr. Fund)</p>	<p>Based on extensive input from non-profit leaders and others, the program provides long-term, custom-tailored leadership support to selected Haas, Jr. Fund grantees. The Flexible Leadership Awards allow the board and staff of non-profit organizations to step back and think expansively about what their organizations want to achieve and the leadership challenges they have to meet to get there. Consultants supported by the Haas, Jr. Fund work with each organization to develop a plan for the use of their grant funds, and to identify and deploy the best resources to help them meet their leadership goals.</p> <p>Grantees have used their award funds to support coaching for staff and board leaders, strategic planning initiatives aimed at sharpening the focus of their organizations, board development and engagement, and succession planning, among many other activities.</p>	<p>Sector: Non-profit sector Size of programme: 50 organisations Duration of programme cycle: Target participants: Senior Main country: USA Year programme started: 2005 Status of programme: Ongoing Source of funding: Haas Jr Fund Link to website: http://www.haasjr.org/what-were-learning/resource/flexible-leadership-awards</p>
<p>Global Change Leaders Programme (Coady International Institute)</p>	<p>A seven week on-site intensive course at the Coady International Institute where the aim is to draw out lessons and insights experiences. This consists of a foundation model, electives, action planning. Participants benefit from one-on-one mentoring from experienced women leaders upon their return home for up to six months to follow on the application of learning into practice. Mentors and mentees be matched during the residency period based on specific needs and geographic locations. Participants also join a global alumni network of women leaders.</p>	<p>Sector: NGO sector Size of programme: approx. 20 participants per year Duration of programme cycle: 7 weeks Target participants: Women, Senior Main country: Developing countries Year programme started: 2011 Status of programme: Ongoing Source of funding: Link to website: http://www.coady.stfx.ca/themes/women/gcl/</p>
<p>Global Competitiveness Leadership Program (Georgetown University)</p>	<p>The content is divided into four modules with the purpose of generating greater understanding in each of the areas, with an emphasis on concrete concepts and practical tools. The four modules are: personal leadership, business leadership, political leadership and nonprofit leadership.</p> <ul style="list-style-type: none"> Meeting professors at Georgetown University, public leaders from Washington DC with an interest in the region 	<p>Sector: Public, Private and Non-profit sector Size of programme: approx. 35 individuals per year Duration of programme cycle: 12 weeks + project in country Target participants: Early Career Main country: South America Year programme started: 2007 Status of programme: Ongoing</p>

	<ul style="list-style-type: none"> • The GCL Program has a duration of 12 weeks and consists of the following educational components: • Academic courses – Classes given by Georgetown University faculty as well as professors from other Ibero-American countries and institutions. • Leadership Modules – Designed to address topics pertaining to personal and professional leadership which provide participants with tangible tools to implement in their daily lives. • Team building – Participants take part in team building sessions throughout the program that are both fun and educational in order to promote a greater understanding of the individual and others to create bonds among the group. • Applied Project – Participants are to develop a social impact project related to the objectives of the course which is to be implemented in their country (social, economic, political and/or moral). 	<p>Source of funding: Various</p> <p>Link to website: http://gcl.latinamericanboard.com/content-and-methodology/</p>
<p>Greater than Leadership Program</p> <p>(World Bank Institute, The Smithsonian Conservation and Biology Institute, Global Tiger Initiative, George Mason University)</p>	<p>Forest rangers and their managers are immersed in a learning experience over 12 months to help them reach their own conservation goals. The training is focused on getting teams to work together more effectively. The program is problem driven, and each delivery of the program is based on a specific change or reform effort. Teams need to agree on the precise nature of the problem they will tackle, they then spend a week or more on intensive leadership skills and then another 11 months in to apply these skills in a practical “learning-by-doing” process, assisted by a help desk and a set of expert networks for coaching and continuous support.</p>	<p>Sector: Conservation</p> <p>Size of programme:</p> <p>Duration of programme cycle: 12 months</p> <p>Target participants: Mid-level and senior</p> <p>Main country: Nepal</p> <p>Year programme started:</p> <p>Status of programme: Ongoing</p> <p>Source of funding: World Bank</p> <p>Link to website: http://wbi.worldbank.org/wbi/content/leadership-world-bank-institute%E2%80%99s-leadership-development-program</p>
<p>Group Business Leadership Programme</p> <p>(Shell Corporation)</p>	<p>Traditionally the programme combined an assessment/development centre and business school time. But Shell identified the strong need to enhance authentic leadership, emotional and relationship qualities</p>	<p>Sector: Business</p> <p>Size of programme:</p> <p>Duration of programme cycle: 1 year or more</p>

	<p>in its senior managers. This was in line with a global culture change to focus on greater trust and relationship-building in the complex world in which oil is a major player. The aims for the component of the programme was for leaders to:</p> <ul style="list-style-type: none"> • Develop higher levels of authenticity as part of the style • Increase ability to build high trust relationships <p>Each programme consists of five phases, including:</p> <ul style="list-style-type: none"> • Three distance-learning phases which include coaching, peer learning and high-stakes business projects. • Two face-to-face modules of a week each (Future Considerations deliver 2 or 3-day management/leadership modules which include: <ul style="list-style-type: none"> ○ Giving powerful feedback ○ Adapting styles of intervention ○ Coaching and creating authentic connection 	<p>Target participants: Early career and mid-level</p> <p>Main country: Global</p> <p>Year programme started:</p> <p>Status of programme: Ongoing</p> <p>Source of funding: Shell Corporation</p> <p>Link to website: http://futureconsiderations.com/what/stories/shell-leadership-program/</p>
<p>Hawaii Asia-Pacific Affairs Leadership Program</p> <p>(Center for Strategic & International Studies)</p>	<p>The Hawaii Asia-Pacific Affairs Leadership Program, building on the six-year success of its predecessor the Hawaii Emerging Leaders Program, provides undergraduates, graduate students, and young professionals with the opportunity to learn about Asia-Pacific international affairs from leading senior and emerging policy experts affiliated with Pacific Forum CSIS.</p> <ul style="list-style-type: none"> • This interactive program aims to inform participants of major political, economic, and security issues in the Asia Pacific and to think critically and strategically about Hawaii's role in the region. • Participants are meant to benefit from a local and international peer network that will serve them in the future. • The program's curriculum will span the Asia-Pacific region, with each month focusing on a different bilateral relationship or sub-region. 	<p>Sector: Education</p> <p>Size of programme:</p> <p>Duration of programme cycle: 9 months</p> <p>Target participants: Early Career</p> <p>Main country: Hawaii</p> <p>Year programme started:</p> <p>Status of programme: Ongoing</p> <p>Source of funding: Atherton Family Foundation</p> <p>Link to website: http://csis.org/program/hawaii-asia-pacific-affairs-leadership-program</p>

<p>Hubert H. Humphrey Fellowship Program (Humphrey Fellowship)</p>	<p>The Humphrey Program brings young and mid-career professionals from designated countries to the United States for a year of non-degree graduate-level study, leadership development, and professional collaboration with U.S. counterparts.</p> <p>The main program components are:</p> <ul style="list-style-type: none"> • Fellows are placed in groups of seven to fifteen at selected U.S. universities, which serve as their academic and professional base. • Through conferences, networking meetings, seminars and workshops, Fellows expand their perspectives on their work and on global issues. The culmination of the Fellowship year is a six-week work experience, or Professional Affiliation, arranged by the Fellows • Four-day seminar in Washington, D.C. to learn more about U.S. institutions, federal agencies, and international organizations • English language training before the start of their Humphrey Fellowship Program (usually during the summer months). 	<p>Sector: Governance Size of programme: approx. 200 participants per year Duration of programme cycle: 1 year Target participants: Early career and mid-level Main country: Global Year programme started: 1978 Status of programme: Ongoing Source of funding: USAID Link to website: https://www.humphreyfellowship.org/</p>
<p>Inspired Individuals (Tearfund UK and Netherlands)</p>	<p>One year capacity building programme through training and coaching. The following aspects comprise the programme:</p> <ul style="list-style-type: none"> • Training and specific engagement around issues such as burnout, work-life balance, developing support networks etc. • Network of like-minded people who can encourage and challenge each other in their work. • Each individual receives a small capacity development grant. The purpose of this grant is to help the individual to focus on their innovation whilst building towards sustainability. 	<p>Sector: NGO sector Size of programme: approx. 20 participants per year Duration of programme cycle: One year Target participants: All Main country: Global Year programme started: 2012 Status of programme: Ongoing Source of funding: Tearfund Link to website: http://inspiredindividuals.org/</p>

	<ul style="list-style-type: none"> • Facilitate networking of our inspired individuals with others working within their areas of social impact. • A bespoke support programme is designed for each new individual combining mentoring, coaching and training to address barriers to success and scaling impact. 	
<p>International Primary Care Leadership Programme</p> <p>(Nuffield Department of Primary Care Health Sciences at the University of Oxford)</p>	<p>The programme aims to foster and develop future leaders in primary care research and is designed to help participants explore different aspects of leadership in primary care research. Participants are encouraged to identify their own development needs, form peer learning sets and establish a two year follow up programme. Participants are provided with access to current leaders in primary care research, experts in strategic leadership and one-to-one coaching.</p> <ul style="list-style-type: none"> • The programme consists of three residential meetings in Oxford designed to help participants explore different aspects of leadership in primary care research. • Participants are encouraged to identify their own development needs, form peer learning sets and establish a two year follow up programme. 	<p>Sector: Health Size of programme: 10 participants per year Duration of programme cycle: 2 years Target participants: Early career and mid-level Main country: UK Year programme started: 2002 Status of programme: Ongoing Source of funding: University of Oxford Link to website: http://www.oxfordleadershipprogramme.co.uk/</p>
<p>International Visitor Leadership Program</p> <p>(US Department of State and IIE (Institute of international education))</p>	<p>The IVLP connects current and emerging foreign leaders with their American counterparts through short-term visits to the United States.</p> <p>Participants typically visit four U.S. communities over three weeks, although projects vary by theme and Embassy requests. As they travel, International Visitors participate in:</p> <ul style="list-style-type: none"> • Meetings with U.S. public and private sector organizations related to the project theme. • Social/cultural activities, including home hospitality meals with American families. 	<p>Sector: Government Size of programme: 5,000 participants per year Duration of programme cycle: 3 weeks Target participants: Senior Main country: Global Year programme started: 1940 Status of programme: Ongoing Source of funding: US Department of State Link to website: http://www.iie.org/programs/IVLP</p>

	<ul style="list-style-type: none"> • Explorations of American society, history, and culture, led by English language officers or foreign language interpreters 	
<p>Latin American and Caribbean Social Leadership Scholarship Program – Strengthening Community Leaders in Mexico and Haiti</p> <p>(Harvard University)</p>	<p>The goal of the program is to empower local leaders from the Chiapas and Yucatan Peninsula areas of Mexico and in the central area and southwest coast of Haiti to address social issues facing their communities and to contribute to society as a whole.</p> <ul style="list-style-type: none"> • The following topics are funded: • Child Development • Food, Health and Wellbeing • Education and Learning • Family Economic Security • Civic Engagement • Racial and Gender Equity 	<p>Sector: Research</p> <p>Size of programme: 19 per year</p> <p>Duration of programme cycle: 5 years</p> <p>Target participants: All</p> <p>Main country: Mexico, Haiti</p> <p>Year programme started: 2014</p> <p>Status of programme: Ongoing</p> <p>Source of funding: W.K. Kellogg Foundation</p> <p>Link to website: http://www.laspau.harvard.edu/current-programs/kellogg</p>
<p>Leadership development for research staff</p> <p>(University of Nottingham)</p>	<p>This programme is designed for researchers in the early stages of their research career who have aspirations and potential to lead in their research field and to be an effective team leader.</p> <p>5 days spread over 6 months where topics include:</p> <ul style="list-style-type: none"> • Understanding yourself and how this helps lead and manage others • Understanding leadership • Understanding teams and research team development • Managing individual and research team performance • Managing yourself and your own personal and professional development 	<p>Sector: General Research</p> <p>Size of programme: 50 researchers per year</p> <p>Duration of programme cycle: 5 days + follow-up work</p> <p>Target participants: Early career</p> <p>Main country: UK</p> <p>Year programme started:</p> <p>Status of programme: Ongoing</p> <p>Source of funding: University of Nottingham</p> <p>Link to website: http://www.nottingham.ac.uk/researchstaff/leadershipprogrammeecr/index.aspx</p>
<p>Leadership Development Program</p> <p>(American Speech-Language-Hearing Association)</p>	<p>The program encourages participants to develop leadership skills and give back to the professions through volunteering—whether with ASHA, at the workplace or for a related professional organization.</p>	<p>Sector: NGO sector</p> <p>Size of programme: 30 participants per year</p> <p>Duration of programme cycle: One year</p> <p>Target participants: Mid-level to Senior</p> <p>Main country: USA</p>

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	<ul style="list-style-type: none"> • Participate in a full-day Leadership Development Program face-to-face workshop. • Participate in 8 scheduled webinars over the course of the next year on selected leadership topics. • Develop and complete an individual leadership project. • Actively participate on a 'learning team'. 	<p>Year programme started:</p> <p>Status of programme: Ongoing</p> <p>Source of funding: American Speech-Language-Hearing Association</p> <p>Link to website: http://www.asha.org/About/governance/Leadership-Development-Program/</p>
Leadership Development Programme (College of Europe and the TRANSFUSE Association)	<p>The objective of the programme is to contribute to the development of open minded and progressive leaders who have the ambition to play an active role in the future of their countries by offering a tailor made programme in leadership training.</p> <p>LDP Participant learn:</p> <ul style="list-style-type: none"> • Leadership skills development • Networking: links between young leaders from the Western Balkans and Europe • Be young ambassadors of the region • Study the EU – Western Balkans relations • European Union knowledge • International relations knowledge • Become part of EFB Community 	<p>Sector: Government</p> <p>Size of programme: 30 participants per year</p> <p>Duration of programme cycle: 8 months</p> <p>Target participants: Early career</p> <p>Main country: Europe</p> <p>Year programme started: 2006</p> <p>Status of programme: Ongoing</p> <p>Source of funding: European Fund for the Balkans (since 2008)</p> <p>Link to website: http://balkanfund.org/programme-areas/experiencing-europe/leadership-development-programme/</p>
Leadership Development Programme (European Consortium of Innovative Universities - ECIU)	<p>The main objective of the programme is to contribute to leadership development at the participating ECIU universities by providing a structured learning experience for a group of selected leaders/potential leaders.</p> <ul style="list-style-type: none"> • The programme offers 20 participants drawn from the ECIU member universities a possibility to learn from their personal experience. • The seminars are hosted every year by three different ECIU universities. 	<p>Sector: Education</p> <p>Size of programme: 20 participants per year</p> <p>Duration of programme cycle: 6 days spread over 1 year</p> <p>Target participants: All</p> <p>Main country: Europe</p> <p>Year programme started: 2003</p> <p>Status of programme: Ongoing</p> <p>Source of funding: Participants' fees</p> <p>Link to website: http://eciu.web.ua.pt/page.asp?pg=11</p>

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	<ul style="list-style-type: none"> The participants are asked to reflect on the particular characteristics and challenges of leadership and strategic management in a university context; To work in a multi-national project team; To deepen their knowledge of important policy developments in European and global Higher Education; To learn by sharing and comparing experiences across ECIU universities and different higher education systems 	
Leadership Development Programme (LIBER)	<p>The aim of the programme is to shape the next generation of senior leaders in European research libraries. The programme features a combination of high level workshops, training and individual tutoring. LIBER Leadership Seminar programme includes:</p> <ul style="list-style-type: none"> Two and a half day A year for mentorship, including a professional training placement at the mentor's library (one week); Action Learning during the year between the two courses; Second and last seminar with courses and shared experience 	<p>Sector: Research Size of programme: Duration of programme cycle: 2 years Target participants: Mid-level and Senior Main country: Europe Year programme started: 2011 Status of programme: Ongoing Source of funding: Liber Link to website: http://libereurope.eu/liber-leadership-development-programme/</p>
Leadership Development Programme (Teach First UK)	<p>Intensive two-year programme that combines development as a practising teacher with personal and business skills training, internship opportunities, mentoring and access to an ambassador network and supporters</p>	<p>Sector: Education Size of programme: Duration of programme cycle: 2 years Target participants: Early career Main country: UK Year programme started: 2002 Status of programme: Ongoing Source of funding: Accenture, Aldi, Goldman Sachs, Civil Service Fast Stream and PwC Link to website: http://graduates.teachfirst.org.uk/leadership-development-programme/training/leadership-development</p>

Leadership Development Programme (University of Johannesburg)	<p>This programme adopts a systems approach to improvement, which incorporates a “vertical slice” of the district to include both school and district-level officials. The programme is designed to help achieve organizational coherence within the system and the effective alignment of activities and structures for the common purpose of improving educational processes and outcomes.</p> <p>Through large-group presentations, small group discussions, and case study analysis, the participants will work together to engage difficult problems, examine real leadership challenges, and develop a deeper understanding of change at the systems, organizational, and personal levels as they seek to improve the quality of teaching and enhance student learning.</p>	<p>Sector: Education Size of programme: Duration of programme cycle: Target participants: Mid-level and senior Main country: South Africa Year programme started: Status of programme: Source of funding: Link to website: http://www.uj.ac.za/EN/Faculties/edu/CentresandInstitutes/ELI/Pages/LeadershipDevelopmentProgramme.aspx</p>
Livingston Fellowship Program (Livingston Foundation)	<p>The programme provides advanced learning and professional development opportunities. Fellows received \$25,000 to enhance their leadership skills. Recipients use their fellowships for professional development activities that may include study, research, travel, executive coaching and peer learning.</p>	<p>Sector: Non-profit Size of programme: 5 per cycle Duration of programme cycle: 1 year Target participants: Mid-level and senior Main country: USA Year programme started: Status of programme: Ongoing Source of funding: Livingston Foundation Link to website: http://bonfils-stantonfoundation.org/leadership-development/livingston-fellowship-program/</p>
Louis Dreyfus-Weidenfeld Scholarships and Leadership Programme (University of Oxford)	<p>The Leadership Programme includes:</p> <ul style="list-style-type: none"> an annual Moral Philosophy Seminar – including moderated discussions and workshops on political philosophy and leadership development; 	<p>Sector: Agriculture Size of programme: Up to 20 students Duration of programme cycle: 1 year Target participants: Early career Main country: Africa, Asia, South America</p>

	<ul style="list-style-type: none"> • practical skills training, including presentation and interview skills, examination and revision techniques, essay and op-ed ('opposite the editorial page') writing; • a London Leadership Forum at the end of the academic year with high profile professionals from business, politics and the media; and • alumni mentoring and numerous networking opportunities throughout the year. 	<p>Year programme started:</p> <p>Status of programme: Ongoing</p> <p>Source of funding: Louis Dreyfus Foundation</p> <p>Link to website: http://www.ox.ac.uk/admissions/graduate/fees-and-funding/graduate-scholarships/university-wide-scholarships/weidenfeld-scholarships-and-leadership-programme/louis-dreyfus-weidenfeld-scholarship-and-leadership-programme#</p>
Mentoring Women in Business Programme (Cherie Blair – Foundation for Women)	<p>The main aim of the programme is to match women in developing and emerging countries with male and female mentors around the world. The programme combines mentoring with technology to offer cross-border support to women entrepreneurs.</p> <ul style="list-style-type: none"> • Using an online platform, the mentor and mentee spend 12 months working one-on-one to achieve key business goals. • The program aims to boost confidence, skills, increased access to market 	<p>Sector: Business</p> <p>Size of programme: 1,000 women since 2008</p> <p>Duration of programme cycle: 12 months</p> <p>Target participants: All</p> <p>Main country: Africa, Asia, the Middle East and Central and South America</p> <p>Year programme started: 2008</p> <p>Status of programme: Ongoing</p> <p>Source of funding: Several donors, including USAID</p> <p>Link to website: http://www.cherieblairfoundation.org/mentoring/</p>
Piper Fellows Sabbatical Program (Virginia G. Piper Charitable Trust)	<p>Fellows take a minimum of one month up to two months' time away from their organizations. Fellows typically spend this time with a mix of professional learning opportunities and some dedicated time for personal renewal. While the executive directors are away, other members of the staff have the opportunity to stretch their leadership skills in new ways.</p>	<p>Sector: Non-profit sector</p> <p>Size of programme:</p> <p>Duration of programme cycle: 1-2 months</p> <p>Target participants: Senior</p> <p>Main country: USA</p> <p>Year programme started:</p> <p>Status of programme: Ongoing</p> <p>Source of funding: Virginia G. Piper Charitable Trust</p> <p>Link to website: http://pipertrust.org/my-news/applications-for-piper-fellows-sabbaticals-due-september-15/</p>

Regulatory Affairs Leadership Development Program (Johnson&Johnson)	<p>The RALDP training curriculum is a two year rotational program based on a philosophy of empowering leaders through challenging assignments, clear objectives and feedback, advanced training, and personal coaching.</p> <ul style="list-style-type: none"> • Core competencies and performance is evaluated following each rotation through measurement of clear achievement of business objectives and results. • Along with on the job training, the program includes a training curriculum to develop broader regulatory and leadership skills. 	<p>Sector: Medical Size of programme: Duration of programme cycle: 2 years Target participants: Early career Main country: Global Year programme started: Status of programme: Ongoing Source of funding: Johnson&Johnson Link to website:</p>
Stanton Fellowship Program (Durfee Foundation)	<p>The program provides fellows \$75,000 over a two-year period to give them time and space to advance their given vision of making Los Angeles a better place. Peer learning is also an important component of the Stanton Fellowship. Fellows meet regularly to share their work and learn from one another.</p>	<p>Sector: Non-profit sector Size of programme: approx. 6 individuals per cycle Duration of programme cycle: 2 years Target participants: Senior Main country: Los Angeles, USA Year programme started: Status of programme: Ongoing Source of funding: Durfee Foundation Link to website: http://durfee.org/what-we-support/stanton-fellowship/</p>
Sustainability Leaders Program (International Institute for Sustainable Development / Sustainability Leadership Innovation Centre)	<p>The four core elements of the SLIC Programs are:</p> <ul style="list-style-type: none"> • Substance: Knowledge of sustainable development issues to provide a common basis for understanding dialogue and action. • Skills Development Training: Modules include cross cultural communications, conflict resolution, network management, fundraising, leadership for sustainable development, teambuilding/team work, project management, facilitation skills and tools for change. 	<p>Sector: Environment Size of programme: 30 – 100 participants per year Duration of programme cycle: 1 year Target participants: Early career Main country: Global Year programme started: 2010 Status of programme: Probably closed Source of funding: Link to website: https://www.iisd.org/slic/</p>

	<ul style="list-style-type: none"> • Internships: Hands-on, international experience with leading sustainable development institutions and exposure to relevant experts. • Networks: The alumni program builds a long-term community of peer support for participants as they take on new leadership challenges in government, business and civil society. 	
<p>Three programmes:</p> <p>Women Leadership Development</p> <p>Leadership Development Programme</p> <p>Management Development Programme</p> <p>(United Nations)</p>	<p>Women Leadership Development</p> <ul style="list-style-type: none"> • In support of the Organization's commitment to achieving gender parity, OHRM periodically offers programmes specifically designed to enhance the leadership capacity of women at the P5 and above levels. <p>Leadership Development Programme</p> <ul style="list-style-type: none"> • The aim is to help senior managers identify actions for a more efficient running of services. • This programme includes two intensive residential workshops (three and a half days and two and a half days respectively), • 360-degree feedback to assess strengths and gaps based on the skills and competencies required of senior managers in the organization, • an action learning or application project based on the outcome of the 360 degree feedback, and • Support for the sustained change and the application of learning via individual coaching. <p>Management Development Programme:</p> <ul style="list-style-type: none"> • Designed for managers at the P4/P5 level of responsibility • This programme focuses on their ability to draw more fully on talents of their staff, effectively lead reform efforts, collaborate and network for organizational results; Increase understanding of their own leadership style and areas for 	<p>Sector: NGO sector</p> <p>Size of programme:</p> <p>Duration of programme cycle:</p> <p>Target participants: Mid-level and senior</p> <p>Main country: Global</p> <p>Year programme started:</p> <p>Status of programme: Ongoing</p> <p>Source of funding: United Nations</p> <p>Link to website:</p> <p>http://www.un.org/staffdevelopment/viewPage.asp?selMenu=2011_chapter_110.asp&page=110</p>

	<p>growth; Increase authenticity and effectiveness as managers and leaders</p> <ul style="list-style-type: none"> This programme includes two intensive residential workshops (three and a half days and two and a half days respectively), 360-degree feedback to assess strengths and gaps based on the skills and competencies required of managers in the organization, an action learning or application project based on the outcome of the 360 degree feedback, and support for the sustained change and the application of learning via individual coaching. 	
Trilogy Induction Program (Trilogy)	<p>The CEO of Trilogy attends and leads the month-long induction program. The goal is to develop creative people who work well in teams, adapt to swift changes in customer demands and take chances.</p> <p>In the second week, the hires are divided into 80 teams and given three weeks to complete projects ranging from making an existing Trilogy product run faster to creating new products from scratch. In addition to affecting where each person will end up, the projects offer a short-term reward: Teams that do well will win a two-day trip to Las Vegas.</p>	<p>Sector: Business Size of programme: Up to 300 Duration of programme cycle: 1 month Target participants: Early Career Main country: Global Year programme started: Status of programme: Ongoing Source of funding: Trilogy Link to website: No ordinary boot camp by Tichy (Tichy 2001) http://www.wsj.com/articles/SB906332622737800000</p>
Women In Leadership Program (Korn Ferry Institute)	<p>The program addresses the addresses the specific needs of senior female leaders in both private and public organizations across the Asia Pacific region.</p> <p>It aims to help women understand:</p> <ul style="list-style-type: none"> Understand the different levels of contribution in an organization and the skills required at each level. Recognize personal strengths that define their leadership brand. Enhance interpersonal and political skills required to contribute at a strategic level of the organization. 	<p>Sector: Business Size of programme: Various Duration of programme cycle: 3 days Target participants: Mid – level to Senior Main country: Asia Year programme started: Status of programme: Ongoing Source of funding: Participants' fees</p>

	<ul style="list-style-type: none"> Identify and overcome situational barriers in the organization. <p>Self-awareness and dialogue are included as core elements of the program to help leaders:</p> <ul style="list-style-type: none"> Sustain high performance and increase promotional opportunities through continuous skill development. Develop a strategic problem-solving approach to managing personal and organizational obstacles. Create an authentic personal leadership brand. Create a strategic plan for ongoing professional development. Form a strong and supportive regional network with similar-minded businesswomen on track to increase their influence in Asia. 	<p>Link to website: http://kornferryinstitute.com/leadershipcenter/women-leadership-program</p>
Young African Leaders Initiative (YALI) (US State Department)	<p>The program brings 500 young African leaders, ages 25-35, from across the continent to U.S for 6 weeks of leadership training and mentoring at twenty U.S. universities and colleges in three areas: business and entrepreneurship, civic engagement and public administration.</p> <ul style="list-style-type: none"> In 2014, the Fellows were also hosted in Washington, D.C. for a three-day Presidential Summit featuring a Town Hall with President Obama. Some Fellows remained in the United States to participate in eight-week professional internships with American NGOs, private companies, and governmental offices. 	<p>Sector: Governance Size of programme: 500 participants Duration of programme cycle: 6 weeks Target participants: Early career and mid-level Main country: Sub-Saharan Africa Year programme started: 2014 Status of programme: Ongoing Source of funding: US State Department Link to website: https://youngafricanleaders.state.gov/</p>

3. Summary of R4D leadership programmes

This table reviews a wide range of leadership programmes globally that are operating in research for development.

Name of programme and organisation	Summary of programme	Additional information
<p>Africa Capacity Building Initiative</p> <p>(Royal Society-DFID Africa)</p>	<p>This programme is for scientists who want to develop collaborative research consortia between scientists in sub-Saharan Africa and a research institution in the UK. Objectives:</p> <ul style="list-style-type: none"> • Encouraging science in Africa by supporting the development of collaboration, networks and exchanges between individuals and groups of scientists as well as scientific institutions. • Develop well trained staff who will be able to shape the future of the research and higher education community in their country 	<p>Sector: General Research</p> <p>Size of programme:</p> <p>Duration of programme cycle: 3 years</p> <p>Target participants: Senior</p> <p>Main country: Sub-Saharan Africa</p> <p>Year programme started: 2012 – 2015</p> <p>Status of programme: Closed</p> <p>Source of funding: DFID</p> <p>Link to website:</p> <p>https://royalsociety.org/grants/schemes/africa-capacity-building/</p>
<p>African University Research Approaches (AURA)</p> <p>(Institute of Development Studies)</p>	<p>The aim of the programme is to build capacity in sub-Saharan African universities to improve research quality, strengthen research communication and enhance the teaching of research. The focus is on individual and institutional capacity development in 15 university departments to improve research, research communication, and teaching. The programme uses online learning courses and open education resources.</p>	<p>Sector: Health, agriculture, environment</p> <p>Size of programme: 15 University departments</p> <p>Duration of programme cycle: unknown</p> <p>Target participants:</p> <p>Main country: regional – sub-Saharan Africa</p> <p>Year programme started: 2014</p> <p>Status of programme: Steady</p> <p>Source of funding: DFID</p> <p>Link to website:</p> <p>https://www.ids.ac.uk/project/african-universities-</p>

		research-approaches-aura-capacity-development-programme
Aktion Afrika (Humboldt Foundation)	The programme targeted sponsorship and organised conferences for academic excellence in developing countries and the further consolidation of its transnational and transdisciplinary scientific networks in these regions. The Humboldt Foundation also runs the Georg Forster Programme which sponsors research in the developing world. (See 'From Knowledge to Development – 10 years of the Georg Forster Programme for researchers from developing countries')	Sector: Research Size of programme: 20 conferences Duration of programme cycle: Target participants: All Main country: Africa Year programme started: 2008 – 2009 Status of programme: Closed Source of funding: Federal Foreign Office Germany Link to website: http://www.humboldt-foundation.de/web/dossier-development-cooperation.html
AWARD Fellowship - African Women in Agricultural Research and Development (AWARD)	<p>AWARD was established in 2008 after a 3 year pilot in East Africa which was funded by the Rockefeller Foundation (2005 – 2008). The objectives are to:</p> <ul style="list-style-type: none"> • Empower the top 10% of African women agricultural scientists in 11 countries • Build a strategic alliance of African ARD leaders promoting the contributions and prioritizing the needs of women throughout the agricultural value chain in sub-Saharan Africa. • Strengthen stakeholders with information and knowledge regarding African women in ARD, and provide an effective, transferable leadership capacity-building and evaluation model. • To deliver a carefully adapted AWARD Fellowship program in several francophone African countries <p>AWARD Fellows benefit from a two-year career-development program focused on fostering mentoring partnerships, building science skills, and developing leadership capacity.</p>	Sector: Agriculture Size of programme: 390 women since 2008 Duration of programme cycle: 2 years Target participants: Mid-level and Senior Main country: Africa Year programme started: 2008 Status of programme: 1 st phase (5 years), 2 nd phase started in 2012 (5 years) Source of funding: Bill & Melinda Gates Foundation, USAID, the Alliance for a Green Revolution in Africa Link to website: http://www.awardfellowships.org/
Building Research Capacity in Africa (Edulink)	<p>The programme seeks to build capacity by training staff from higher education institutions (HEIs), in research methodology. The specific project objectives include:</p> <ul style="list-style-type: none"> • To develop a training manual on research methodology, • To develop a research methodology course at two HEIs, 	Sector: Various Size of programme: 100 participants Duration of programme cycle: 3 years Target participants: Senior Main country: Africa

	<ul style="list-style-type: none"> To train 100 lecturers/researchers in research methodology and To carry out an assessment of research activities in participating HEIs. 	<p>Year programme started: 2010</p> <p>Status of programme:</p> <p>Source of funding: European Union</p> <p>Link to website: http://acp-edulink.eu/content/building-research-capacity-african-universities</p>
<p>Building research capacity in least developed countries</p> <p>(Global Development Network)</p>	<p>This programme has a focus on scientific research in economics and social sciences that is designed to inform national and local policymaking. Under this project, GDN will partner with four research institutions based and working in LDCs to help them implement a research capacity building program that is designed and proposed by the institutions themselves.</p> <p>These institutions will work closely with GDN over the next two years to implement their research capacity building program. The grants support provided to each institution ranges between US\$ 125,000 – US\$ 140,000 for the entire program.</p>	<p>Sector: Economics and social sciences</p> <p>Size of programme: 4 Universities</p> <p>Duration of programme cycle: 2 years</p> <p>Target participants:</p> <p>Main country: Senegal, Ethiopia, Bhutan, Cambodia</p> <p>Year programme started: 2014 - 2016</p> <p>Status of programme: Ongoing</p> <p>Source of funding: IDRC</p> <p>Link to website: http://www.gdn.int/html/page11.php?MID=3&SID=24&SSID=79</p>
<p>Building science and innovation capacity in developing countries</p> <p>(Academy of Medical Sciences, British Academy, British Council, Innovate UK (TSB), RCUK – MRC, Royal Academy of Engineering, Royal Society, Met Office)</p>	<p>Its aim is to develop science and innovation partnerships that promote the economic development and welfare of developing countries.</p> <p>The programme will:</p> <ul style="list-style-type: none"> Provide opportunities for international training and development at the doctoral level, including incoming and outgoing PhD scholarships Support international placements for PhD students and allow engagement of PhD supervisors in international links, Develop international joint training pathways, Build links at the institutional level to facilitate two way exchange of students and staff, supporting training and skills development in cohorts within partner institutions Support knowledge transfer of the UK approach to PhD training and skills development to partner countries, including via access to RCUK Centres for Doctoral Training and Partnerships, 	<p>Sector: General Research</p> <p>Size of programme:</p> <p>Duration of programme cycle:</p> <p>Target participants: All</p> <p>Main country: 15 countries</p> <p>Year programme started: 2014</p> <p>Status of programme: Ongoing</p> <p>Source of funding: Newton Fund - £75 million each year from 2014 for 5 years.</p> <p>Link to website: https://www.gov.uk/government/publications/newton-fund-building-science-and-innovation-capacity-in-developing-countries/newton-fund-building-science-and-innovation-capacity-in-developing-countries</p>

	<ul style="list-style-type: none"> Through these approaches the programme will support the production of highly trained researchers in partner countries with international experience, able to contribute to the absorptive capacity for research and innovation and thus bring about economic and social benefit. 	
<p>CARTA – Consortium for Advanced Research Training in Africa</p> <p>(African Population and Health Research Centre (APHRC) and Kenya and the University of Witwatersrand (Wits))</p>	<p>CARTA is a South-South partnership with South-North collaboration. It consists of nine African universities, four African research institutes and seven northern academic institutions.</p> <p>CARTA has two primary objectives:</p> <p>To strengthen research infrastructure and management capacity at African universities through:</p> <ul style="list-style-type: none"> Courses in supervision, grant-writing, and research management; Curriculum development workshops; Physical research infrastructure; Facilitating development of coherent and policy-relevant research agenda <p>To support doctoral training through a model collaborative PhD program in population and public health:</p> <ul style="list-style-type: none"> Annual joint advanced seminars (JAS) to equip them with conceptual, technical, analytical, writing and professional skills; Facilitate networks between students and global experts Post-doctoral fellowships and/or re-entry research grants 	<p>Sector: Health</p> <p>Size of programme: 13 institutions</p> <p>Duration of programme cycle:</p> <p>Target participants: All</p> <p>Main country: Africa</p> <p>Year programme started:</p> <p>Status of programme: Ongoing</p> <p>Source of funding: Ford Foundation, MacArthur Foundation, Wellcome Trust, Google.org, Carnegie Corporation, SIDA, DfID, Bill and Melinda Gates Foundation</p> <p>Link to website: http://www.cartafrica.org/</p>
<p>CIRCLE – Climate Impacts Research Capacity and Leadership Enhancement</p> <p>(ACU (Association of Commonwealth Universities) and AAS (African Academy of Sciences))</p>	<p>The aim of CIRCLE is to develop the skills and research output of early career African researchers in the field of climate change and its local impacts on development.</p> <p>The programme has the following aspects:</p> <ul style="list-style-type: none"> 100 1-year CIRCLE fellowships funded over 3 years (40 post-masters and 60 post-doctoral) to be undertaken at African universities Support to the African institutions to develop sustainable support for early career African researchers Support on research career training from advanced research institutions outside Africa Expected to show gender-sensitive increase in the number of high quality African researchers on climate change 	<p>Sector: Environment</p> <p>Size of programme: 300 fellowship available</p> <p>Duration of programme cycle: 1 year</p> <p>Target participants: Early career</p> <p>Main country: Africa</p> <p>Year programme started: 2014 – 2018</p> <p>Status of programme: Ongoing</p> <p>Source of funding: DfID - £4.85 million over 5 years</p> <p>Link to website: https://www.acu.ac.uk/focus-areas/early-careers/circle/</p>

<p>Developing Operational Research Capacity in the Health Sector</p> <p>(The International Union Against TB and Lung Disease)</p>	<p>The programme provides targeted training and mentoring support to improve the capacity of front line health practitioners in low income countries across Africa and Asia to carry out OR. Through the programme, health practitioners have gained the necessary OR skills and knowledge to:</p> <ul style="list-style-type: none"> • Improve routine monitoring and evaluation in local and national health systems • Train other health practitioners • Conduct policy relevant OR that has led to direct lifesaving improvements in national health programmes and policies <p>Intended Outputs: Increase in skilled research personnel, research products, career pathways for skilled researchers in programmes, mentoring and support for researchers.</p>	<p>Sector: Health</p> <p>Size of programme:</p> <p>Duration of programme cycle:</p> <p>Target participants: Mid-level</p> <p>Main country: Africa, Asia</p> <p>Year programme started: 2011 - 2014</p> <p>Status of programme: Closed</p> <p>Source of funding: DFID</p> <p>Link to website: http://www.theunion.org/news-centre/news/body/Technopolis_Final_Report_150112.pdf</p>
<p>Edqual - Research Partnership Consortium: on International Partnerships Collaboration and capacity building in educational research</p> <p>(Research consortium led by University of Bristol, with other UK and African Universities)</p>	<p>This programme was comprised of a research consortium of international partnerships, focused on developing capacity for research on projects mainly in Africa, aimed at improving the quality of formal basic education for disadvantaged groups.</p> <p>Formal Capacity building of individuals by:</p> <ul style="list-style-type: none"> • Funding/ supporting 10 PhD students – 9 awarded to those within African partner institutions • 3 doctoral students funded from other sources supported within the Edqual academic community in UK <p>Over half of students are now working in African institutions where they were nominated, and remaining intend to return.</p>	<p>Sector: Education</p> <p>Size of programme: 4 Universities</p> <p>Duration of programme cycle:</p> <p>Target participants: Early career</p> <p>Main country: Ghana, Rwanda, South Africa, United Republic of Tanzania</p> <p>Year programme started: 2005 - 2011</p> <p>Status of programme: Closed</p> <p>Source of funding: DfID - £2,514,195</p> <p>Link to website: http://www.edqual.org/</p>
<p>Forum for Agricultural Research in Africa – Phase III</p> <p>(World Bank)</p>	<p>The project aims to establish a network of agricultural research experts who aim to support African countries to develop and implement their national agricultural strategies; assisting regional organizations to disseminate improved crop varieties to farmers; and the development of a network of African negotiators that can better market agriculture in the regional and international spheres.</p>	<p>Sector: Agriculture</p> <p>Size of programme:</p> <p>Duration of programme cycle:</p> <p>Target participants:</p> <p>Main country: Global</p> <p>Year programme started: 2009 – 2014</p>

	<p>At the end of 2011, a total of 93 innovation platforms for technology adoption (IPTAs) had been established with over 20,000 farmer members. At least 58,000 farmers had benefited from spill overs from IPTAs. Crop yields among IPTA members increased 25–50%, and their products sold at better prices. Value addition to farm products was shared throughout the platforms, and the combination of these changes improved farmers' incomes from 50 to 100%.</p>	<p>Status of programme: Closed Source of funding: Government of Canada, Foreign Affairs, Trade and Development Department Link to website: http://www.acdi-cida.gc.ca/cidaweb/cpo.nsf/projEn/A033975001</p>
<p>German – Pakistani Research Collaboration and Academic Capacity Building Programme</p> <p>(Centre for Development Research or Zentrum fuer Entwicklungsforschung (ZEF) at University of Bonn)</p>	<p>ZEF's Department of Political and Cultural Change and the Faculty of Arts and Social Sciences of the Government College University (GCU) Lahore initiated a partnership to build up a pool of candidates who qualify for further PhD-studies at international and German academic institutions. The programme targets selected graduates from the Departments of Political Science, Economics, Psychology and History who are at the last stage of their MPhil studies.</p> <ul style="list-style-type: none"> • This year-long programme encourages participants to submit a MPhil which is supervised by the GCU and Bonn • The topics are chosen by the students fitting into a broad theme • At the beginning, the participants are taught topics such as Qualitative Social Sciences Research Methods before a 6-8 week fieldwork • Two to three of the best performing students are selected to take part in ZEF's disciplinary doctoral programme in Bonn. This gives them the opportunity to develop their first plans for a PhD-proposal and to expand their knowledge through participation in the modular training courses on 'Development Research and Practice', 'Research Methods', 'Development Cooperation' and 'Skills Training'. 	<p>Sector: Research General Size of programme: 1 University Duration of programme cycle: 1 year Target participants: Early career Main country: Pakistan Year programme started: 2011 – 2013 Status of programme: Closed Source of funding: DAAD, German Federal Ministry of Foreign Affairs Link to website: http://www.zef.de/index.php?id=2329</p>
<p>Ghanaian-German Center for Development Studies (GGCDS)/</p> <p>(ZEF-led DAAD Center of Excellence in Ghana)</p>	<p>The Ghanaian-German Centre for Development Studies (GGCDS) in collaboration with the Institute of Statistical Social and Economic Research (ISSER) at the University of Ghana, aims at training future leaders from Ghana.</p> <ul style="list-style-type: none"> • PhD-candidates undergo intense training in interdisciplinary development theory, methodology, and professional skills and conduct research on a range of topics related to the economic, social, and political development of their countries. • The GGCDS also supports academic exchange and capacity building in the form of research visits in Germany and international conference participation for students and staff 	<p>Sector: Research General Size of programme: 1 University Duration of programme cycle: Target participants: Early career and mid – level Main country: Ghana Year programme started: 2008 – 2018 Status of programme: Ongoing Source of funding: German Academic Exchange Service (DAAD), German Federal Foreign Office</p>

		Link to website: http://www.zef.de/index.php?id=2321&project=30&contact=447&cHash=388a5f5fa05778f84343b7a0d59ba017
INDOX Research Network (Oxford University)	<p>Established as a partnership between the Institute of Cancer Medicine at the University of Oxford and 12 of India's leading comprehensive cancer centres, INDOX's aim is to conduct high quality research that will help to reduce death and suffering from cancer in India.</p> <p>The INDOX Training and Fellowship scheme gives INDOX members the chance to develop skills and expertise in areas of relevance to their research careers, including protocol writing, GCP, randomised controlled trials and epidemiology. By the end of 2013, 108 INDOX members had taken part in a total of 189 courses. The aims of the fellowship scheme are:</p> <ul style="list-style-type: none"> • Capacity building – providing INDOX centres with high quality training opportunities for their personnel, enabling them to conduct and participate in investigator initiated research, as well as sponsor initiated trials. • Reducing attrition – providing ongoing professional development to high calibre medical graduates and supporting their careers while they remain working in INDOX centres. 	<p>Sector: Health Research</p> <p>Size of programme: 9 research institutions</p> <p>Duration of programme cycle: Flexible</p> <p>Target participants: All</p> <p>Main country: India</p> <p>Year programme started: 2006</p> <p>Status of programme: Steady</p> <p>Source of funding: Oxford University</p> <p>Link to website: www.indox.org.uk</p>
Investing in Leadership and Learning for Development Effectiveness (St. Francis Xavier University, Coady International Institute)	<p>The project provides training at the Coady Institute to more than 1,500 women and men from government, private sector and civic organizations in four areas:</p> <ul style="list-style-type: none"> • Supporting inclusive and sustainable economic growth; • Building resilient communities focused on food security and natural resources management; • Building accountable democracies; and • Empowering women and girls as leaders. <p>Graduates then return to their countries and apply their new knowledge, skills and expertise to their organizations and communities. The project also establishes a global alumni network to track graduates' progress and impact, strengthen their capacity to deliver results and ensure sustainability. An evaluation of their previous programme from 2007 - 2012 is available. (Rothman 2012)</p>	<p>Sector: Governance</p> <p>Size of programme: 1,500 participants</p> <p>Duration of programme cycle:</p> <p>Target participants: All</p> <p>Main country: Global</p> <p>Year programme started: 2013 - 2019</p> <p>Status of programme: Ongoing</p> <p>Source of funding: Government of Canada, Foreign Affairs (Trade and Development Department)</p> <p>Link to website: http://www.acdi-cida.gc.ca/cidaweb%5Ccipo.nsf/projEn/D000114001</p>
Leadership for an emerging world, Real world journey,	<p>Development of standard two year curriculum on the environment and sustainable development. Training programmes delivered in 7 countries, international training programme, online network of 'associates'. From evaluation (Hendricks, M. and Finger, M., 1998):</p>	<p>Sector: Environment</p> <p>Size of programme:</p> <p>Duration of programme cycle:</p>

<p>Leading for sustainability</p> <p>(LEAD)</p>	<ul style="list-style-type: none"> • 'Positive effect on career of graduates' • International training (although there is room for improvement) • Potential for good networking opportunities for associates • Poor governance by boards • Poor leadership. Poor division of responsibilities. • Lack of clarity of objectives or consistent approach • Need for more information sharing internally • Poor recruitment of candidates • Underutilisation of training and networking potential 	<p>Target participants:</p> <p>Main country: 7 countries</p> <p>Year programme started: 1998</p> <p>Status of programme: Ongoing</p> <p>Source of funding: Rockefeller Foundation</p> <p>Link to website: www.lead.org</p>
<p>Leadership in Global Health</p> <p>(United Nations University)</p>	<p>This programme offers scholarships aimed at supporting PhD students from developing countries in their studies at UNU-IIGH.</p> <ul style="list-style-type: none"> • Students spend around a year at UNU-IIGH during which they will be supervised by Research Fellows; they focus on data analysis and preparation for publications. • Postdoctoral Fellowships are open to scholars who have completed their doctoral programme to further enhance their research skills. • The Fellows will spend between one to two years conducting research and preparing for their publications. The postgraduate forum is for students to exchange ideas related to their postgraduate studies. • The forum is rotated yearly between UNU-IIGH, Malaysia; Naresuan University, Thailand; and Universitas Gajah Mada, Indonesia. The Health Leadership Forum brings together senior officials in the health sector from developing countries to share experiences and to be exposed to current issues and approaches in health management. 	<p>Sector: Health</p> <p>Size of programme:</p> <p>Duration of programme cycle: 3 years</p> <p>Target participants: All</p> <p>Main country: Developing countries</p> <p>Year programme started: 2012 – 2013</p> <p>Status of programme: Closed</p> <p>Source of funding: UN</p> <p>Link to website: http://unu.edu/research/leadership-in-global-health.html#outline</p>
<p>LEADHER Programme</p> <p>(International Association of Universities)</p>	<p>The aim of the LEADHER programme is to increase and improve South-South as well as North-South cooperation among higher education institutions in order to strengthen research capacity and research management in universities with particular focus on developing countries.</p> <ul style="list-style-type: none"> • Grants offered on a competitive basis each year for up to 10,000 Euros per project; these grants are for applicants who have submitted a project proposal explaining why and how, working in collaboration with a specific partner institution, they wish to strengthen the research capacity of their institutions. • International partnership projects involving senior higher education institution representatives; 	<p>Sector: General Research</p> <p>Size of programme: 45 IAU member institutions</p> <p>Duration of programme cycle: 1 year</p> <p>Target participants: All</p> <p>Main country: Low Income Country</p> <p>Year programme started: 2007</p> <p>Status of programme: Ongoing</p> <p>Source of funding: Sida and IAU</p>

	<ul style="list-style-type: none"> Professional development through learning visits 	Link to website: http://www.iau-aiu.net/content/leadher
Nigerian Capacity-building Initiative (Bio Ventures for Global Health)	BNCBI Program BIO Ventures for Global Health (BVGH) has developed the BVGH Nigerian Capacity-Building Initiative (BNCBI) with the National Universities Commission (NUC) and Nigerian universities. This program's objective is to build leadership and strengthen capacity by transferring skills, experience, and knowledge from private industry to Nigerian researchers and universities. Training may include developing advanced biotechnology skills or gaining experience in the drug development process, including discovery, formulation development, translational research, regulatory processes, and clinical and project management.	Sector: Health Size of programme: 15 – 20 placements each year Duration of programme cycle: 3 – 12 months Target participants: Mid-level to senior Main country: Nigeria Year programme started: 2014 Status of programme: Ongoing Source of funding: Bio Ventures for Global Health Link to website: http://www.bvgh.org/Current-Programs/Nigerian-Capacity-Building-Initiative.aspx
Partnership programme, Third Country Training programme, Training Program for Young Leaders (AICAD and JICA)	<p>Partnership programme – dispatch of experts, the acceptance of participants, and the hosting of seminars. Third Country Training programme - a developing country accepts trainees from other developing countries with shared characteristics in order to transfer development expertise and skills. JICA generally implements this scheme through an organisation in a developing country to which it provided assistance in the past, thus transferring Japanese skills and expertise to trainees in other developing countries in a manner that has been adapted to meet local conditions. In 2004 - 162 third-country training courses were implemented in 36 countries, taking in 3,545 trainees.</p> <p>Training Program for Young Leaders - Talented young people in their twenties and thirties from developing countries, who are likely to move into positions of leadership in the future, are invited to Japan and given training in their fields of specialization as well as opportunities to meet and associate with Japanese people.</p>	Sector: Education Size of programme: Duration of programme cycle: Target participants: Main country: Developing world Year programme started: Status of programme: Source of funding: JICA (Japanese government) Link to website: http://www.jica.go.jp/english/our_work/types_of_assistance/tech/acceptance/young/index.html
Project on Higher Education and Research for Development (IHERD) (OECD)	<p>The main objectives of the programme were to increase knowledge about policy and management instruments in higher education, research and innovation and illustrate their implications on diverse country and institutional contexts. In doing so, IHERD aimed at improving the evidence base on strategic approaches for building capacities in developing countries so that countries can better plan, produce and use research for sustainable development.</p> <p>OECD commissioned reports involved a diverse group of experts.</p>	Sector: General Research Size of programme: 211 experts (excluding OECD staff) from 47 different countries Duration of programme cycle: 7 x 2-day workshops over 2 years Target participants: Senior Main country: Global

	The outcome of the reports aimed at promoting comparative analysis in order provide a common ground between innovation and research policy and the institutional management of research and innovation. The studies constitute a mix of case studies and development of qualitative comparative frameworks	Year programme started: 2011 - 2013 Status of programme: Closed Source of funding: Swedish International Development Cooperation Agency (Sida) Link to website: http://www.oecd.org/sti/innovationhighereducationandresearchfordevelopmentiherd.htm
Research Fellow Partnership Programme for Agriculture, Forestry and Natural Resources (ETH Global)	The overall objective of the Research Fellow Partnership Programme for Agriculture, Forestry and Natural Resources (RFPP) was to enhance the human resource base for research in the fields of agriculture, forestry and natural resource management in international development. RFPP aimed at generating development relevant knowledge, training young scientists and establishing research partnerships by supporting doctoral and postdoctoral fellowships.	Sector: Agriculture Size of programme: approx. 45 fellowships Duration of programme cycle: Target participants: Early career Main country: Developing countries Year programme started: 1996 – 2012 (though some work continues until 2015) Status of programme: Officially closed Source of funding: Swiss Agency for Development and Cooperation (SDC) Link to website: http://www.rfpp.ethz.ch/
Research Leadership Development Programme (The Wellcome Trust and Monitor Deloitte Europe)	The six-month RLDP aims to develop the skills and capabilities of research leaders and is tailored to the specific needs of the biomedical science, clinical and public health research communities. The RLDP centres on two learning journeys in London or Boston: <ul style="list-style-type: none"> • The London Learning Journey explores leadership excellence outside of research. Participants are guided through understanding the future leadership landscape, setting vision and creating strategy. • The Boston Learning Journey returns participants to leadership excellence within biomedical research and how to thrive as a leader in the dynamic research environment, achieve vision and execute strategy. A leadership competency model is at the core – looking at strategy and vision, managing people, leadership persona. Largely UK participants, but three participants were from Kenya, South Africa and Thailand	Sector: Biomedical Size of programme: 12 participants per year Duration of programme cycle: 6 months Target participants: Senior Main country: UK but includes Global participants Year programme started: 2013 Status of programme: Ongoing Source of funding: Wellcome Trust and Monitor Deloitte Link to website: http://www.wellcome.ac.uk/Our-vision/Developing-research-leaders/index.htm

<p>Research Leadership Programme</p> <p>(EFMD – European Foundation for Management and EURAM - European Academy of Management)</p>	<p>The aim of the programme is to introduce new and existing Directors of Research in Management and Business Schools to best practice in this professional position.</p> <ul style="list-style-type: none"> Over a 3 modular based programme, it allows participants to gain an overview of research strategy, how to manage a department and how to increase capacity <ul style="list-style-type: none"> Module 1: Strategy, including: Strategy of the Business School and how research fits with it, developing a research culture and building architecture of research support, Business in society, role of PhD programmes, Business Schools' links with industry Module 2: Organization of Research Activities, including: Strategic choices - Large scale collaborative research, Evaluation of research outputs with respect to strategy, Organization for innovation, Defining and implementing a research strategy, Rankings, and Managing research under-performance Module 3: Resources and Capabilities, including: Meet the editors, EU research activities, Research integrity, and Open innovation Format: Presentations, round table debates, interactive activities, visits and networking dinners 	<p>Sector: Research</p> <p>Size of programme: 50 participants</p> <p>Duration of programme cycle: 7 days spread over 6 months</p> <p>Target participants: Senior</p> <p>Main country: Global</p> <p>Year programme started: 2011</p> <p>Status of programme: Ongoing</p> <p>Source of funding: Participants' fees</p> <p>Link to website: http://www.efmd.org/research/research-leadership</p>
<p>SABMiller Royal Society Exchange Programme</p> <p>(Royal Society-DFID Africa)</p>	<p>This programme was for scientists in the UK to stimulate collaborations with scientists in Sub-Saharan Africa. Main focus was on three research areas:</p> <ul style="list-style-type: none"> Water and Sanitation – including water engineering and irrigation, waste water management, and other related projects Agriculture (except animal or veterinary science) and Crop Science (land, soil management and crop production) Renewable Energy – including solar-/wind-/hydro-energies, energy capture and storage and other related projects 	<p>Sector: General Research</p> <p>Size of programme:</p> <p>Duration of programme cycle: 3 years</p> <p>Target participants: Senior</p> <p>Main country: Ghana and Tanzania</p> <p>Year programme started: 2012 – 2015</p> <p>Status of programme: Closed</p> <p>Source of funding: SABMiller plc</p> <p>Link to website: https://royalsociety.org/grants/schemes/sabmiller-exchange-programme/</p>
<p>Social Innovation in a Digital Context (SIDC)</p> <p>(Lund University)</p>	<p>The SIDC programme supports social and digital innovators to pursue work in the fields of digital technology, new media, and socio-political change.</p> <ul style="list-style-type: none"> Programme includes face-to-face learning (study visits, lectures, inter-active seminars) during two intensive periods in Sweden (three and five weeks respectively), online courses and a one week follow up in New York. The online courses include interactive discussions on forums and chats. Online lectures and video presentations are used to demonstrate new concepts, introduce creative exercises and workshops. A pedagogical learning platform called Luvit is used. 	<p>Sector: Technology</p> <p>Size of programme:</p> <p>Duration of programme cycle: 1 year</p> <p>Target participants: Early career</p> <p>Main country: Middle East, North Africa and South Asia</p> <p>Year programme started:</p>

	<ul style="list-style-type: none"> Participants are required to do a project which should be directly connected to the participant's home context. The change projects are meant to be innovative and aimed at creating socio-political change through digital technology. The programme includes mentorship and is aimed to be fitted around work commitments and enhance work networks and ideas 	<p>Status of programme: Ongoing</p> <p>Source of funding: The Swedish Institute</p> <p>Link to website: https://eng.si.se/areas-of-operation/leadership-programmes-and-cultural-exchange/social-innovation-in-a-digital-context/</p>
<p>Special Programme for Research and Training in Tropical Diseases</p> <p>(World Health Organization (WHO))</p>	<p>The UNICEF-UNDP-World Bank-WHO Special Programme for research and training in Tropical Diseases (TDR) is an independent global programme of scientific collaboration established in 1975.</p> <p>TDR supports individual training, institutional development through regional networks or platforms, and South-South and North-South partnerships. Scholarships, fellowships and short courses associated with institutional development programmes are provided in areas such as management and leadership. Regional training centres have been set up in four WHO regions – the Americas, Southeast Asia, the Western Pacific and Europe – where short training courses for ethics, good practices and project planning and evaluation are conducted.</p> <p>The Career Development Fellowship provides a one-year fellowship to low- and middle-income country candidates to learn both the product development and full registration processes by taking part at every stage, training in the some of the world's most advanced labs.</p>	<p>Sector: Health Research</p> <p>Size of programme:</p> <p>Duration of programme cycle: 1 year</p> <p>Target participants: All</p> <p>Main country: Low- and middle-income countries</p> <p>Year programme started: 1975</p> <p>Status of programme: Ongoing</p> <p>Source of funding: UNICEF, UNDP, WHO and World Bank</p> <p>Link to website: http://www.who.int/tdr/en/</p>
<p>Strengthening Research System Development for Health in West Africa</p> <p>(West African Health Organization, COHRED)</p>	<p>COHRED and WAHO with support from the International Development Research Centre – Canada (IDRC) have engaged in a 4 year project (2011-2014) to strengthen the research for health system in 4 West African countries: Guinea Bissau, Liberia, Mali and Sierra Leone. The project fosters a regional approach for strengthening research systems for health, with the aim of bringing countries together for a common goal, as well as maximising impact by making the most of limited resources.</p>	<p>Sector: Health, Governance</p> <p>Size of programme:</p> <p>Duration of programme cycle: 4 years</p> <p>Target participants: Senior</p> <p>Main country: Guinea Bissau, Liberia, Mali and Sierra Leone</p> <p>Year programme started: 2011 -2014</p> <p>Status of programme: Closed</p> <p>Source of funding: IDRC</p> <p>Link to website: http://www.cohred.org/westafrica/</p>

<p>Structured Training for African Researchers</p> <p>(ACU - Association of Commonwealth Universities)</p>	<p>The aim of the project is for ACU to be able to offer a robust, high quality series of online training to universities across the developing world. Main programme objectives:</p> <ul style="list-style-type: none"> Assisting participating universities to strengthen and develop their institution's support framework for early career researchers; Collaboratively developing an openly licensed, online professional skills course, which is backed-up by individual mentoring; Helping institutions to adapt the training courses and embed them within their own training programmes. <p>The first strand of activity (year 1) involved working with university leadership to develop an institutional approach to supporting early career researchers. This primarily involved the Deputy Vice-Chancellor or Vice-Rector responsible for the research portfolio along with a working group of senior academics and administrators that he or she convened. The second strand of activity (years 2 and 3) involved piloting a course of online skills training that provides a starting point for, or an enhancement of, the institution's programme of support for its early career researchers. The first cohort involves early career researchers from two academic units (departments or research centres) at each university. The second cohort will then extend participation within the 12 universities.</p>	<p>Sector: Research general</p> <p>Size of programme: 12 Universities</p> <p>Duration of programme cycle: 3 years</p> <p>Target participants: Early career</p> <p>Main country: Africa</p> <p>Year programme started: 2014</p> <p>Status of programme: Ongoing</p> <p>Source of funding: Robert Bosch Stiftung</p> <p>Link to website: https://www.acu.ac.uk/focus-areas/early-careers/structured-training-for-african-researchers/</p>
<p>TechWomen</p> <p>(U.S. Department of State's Bureau of Educational and Cultural Affairs)</p>	<p>TechWomen brings emerging women leaders in science, technology, engineering, and mathematics (STEM) from Africa and the Middle East together with their professional counterparts in the United States for a mentorship and exchange program.</p> <p>Participants engage in project-based mentorships at companies in the San Francisco Bay Area and Silicon Valley, participate in professional development workshops and networking events, and travel to Washington, D.C. for targeted meetings and special events to conclude the program.</p>	<p>Sector: Technology</p> <p>Size of programme: approx. 50 women per year</p> <p>Duration of programme cycle: 5 weeks</p> <p>Target participants: Mid-level and Senior</p> <p>Main country: Africa, Central Asia, and the Middle East</p> <p>Year programme started: 2010</p> <p>Status of programme: Growing</p> <p>Source of funding: US State Department</p> <p>Link to website: https://www.techwomen.org/</p>
<p>The Global Research Capacity Building Programme</p>	<p>The Global Research Capacity Building Program provides researchers in developing and transition countries with direct support for global, collaborative and cross-disciplinary research in development. The program consists of three phases and aims to build research capacity in the developing and transition world through participation in a structured set of unique GDN activities; promotes broadly based</p>	<p>Sector: Social science research</p> <p>Size of programme:</p> <p>Duration of programme cycle: Up to 6 years, usually 1 year</p>

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(Global Development Network)	collaborative research as the central mode of research activity by encouraging new ways of producing, structuring, and mobilizing knowledge on important development topics; development knowledge to and from academic and non-academic audiences through multi-pronged, customized outreach and dissemination plans. Regional research competitions are the entry point for this programme.	Target participants: Early career Main country: Developing countries Year programme started: Status of programme: Ongoing Source of funding: Various including DfID and AusAID Link to website: http://www.gdn.int/html/page4.php?MID=3&SID=24
The Norwegian Programme for Capacity Development in Higher Education and Research for Development (NORHED) (NORAD)	<p>NORHED is designed to stimulate productive South-North collaboration. It is intended to strengthen the institutional capacity and performance of higher education institutions (HEIs) in the South to deliver quality education and research. This may also include capacity development within system development, administration and infrastructure, with due attention to gender balance considerations.</p> <ul style="list-style-type: none"> • Aim to increase academic capacities in LMIC • A long term perspective • Mutual South-North partnerships • South demand-driven • Institutional commitment and involvement • Thematic and/or geographic focus 	Sector: Education, health, environment, economics, governance, humanities Size of programme: Duration of programme cycle: Target participants: All Main country: Low- and middle-Income Countries Year programme started: 2012 Status of programme: Ongoing Source of funding: Norad Link to website: http://www.norad.no/en/support/norhed;jsessionid=2518A63AC5CFCDE4768DA1ECEC7791B3
UKIERI Leadership Development in Higher and Further Education (UK – India Education and Research Initiative)	<p>UKIERI Phase 1 (2006/07-2010/11) set out to establish UKIERI as a framework to enable a step change in the bilateral relationship on education and research. UKIERI Phase 2 (2011/12-2015/16) narrowed the focus by working on thematic areas - supporting partnership under leadership, innovation, skills development and mobility with the aim to drive value through strategic and system driven projects.</p> <p>The programme aims to equip administrators, directors, principals, teachers, faculty and senior staff from universities, colleges, schools, industrial training, vocational & further education institutes and schools with the knowledge, skills and understanding to lead institutional improvement and enhance educational performance levels and outcomes.</p>	Sector: Education Size of programme: Duration of programme cycle: Target participants: All Main country: India Year programme started: 2011 Status of programme: Ongoing Source of funding: UK and Indian government Link to website: http://www.ukieri.org/leadership-development.html

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<p>University Partnerships in Cooperation and Development (UPCD)</p> <p>(Association of Universities and Colleges of Canada)</p>	<p>The University Partnerships in Cooperation and Development (UPCD) Program supports partnerships between Canadian universities and higher education organizations in Latin America, Africa, Asia, the Middle East and Eastern Europe. The purpose of this program is to strengthen the capacities of higher education institutions in developing countries in a wide range of areas contributing to poverty reduction. An evaluation for the years before the current cycle has been written. (<i>University Partnerships in Cooperation and Development Program Evaluation 2007</i>)</p>	<p>Sector: Education Size of programme: 118 university partnership projects in 61 countries Duration of programme cycle: Target participants: Main country: Latin America, Africa, Asia, the Middle East and Eastern Europe Year programme started: 2009 – 2014 Status of programme: Closed Source of funding: Government of Canada, Foreign Affairs, Trade and Development Department - \$20,000,000 Link to website: http://www.acdi-cida.gc.ca/cidaweb/cpo.nsf/vWebCSAZEn/084305AB01708403852575F300374720</p>
<p>Women's Leadership Program - Higher Education for Development (HED)</p> <p>(American Council for Education)</p>	<p>The aim of the programme is to promote and develop curricula and opportunities for women in business, agriculture, and education in the targeted countries, thus supporting key national and local development goals aimed at fostering the advancement of women.</p> <p>Five universities in the United States have been selected to partner with higher education institutions in Armenia, Paraguay, Rwanda and South Sudan to promote gender equality and women's leadership. Under the Women's Leadership Program, these higher education partnerships will promote and develop curricula and opportunities for women in business, agriculture and education in the targeted countries.</p>	<p>Sector: Education Size of programme: 5 Higher Education institutions Duration of programme cycle: Target participants: Main country: Armenia, Paraguay, South Sudan, Rwanda Year programme started: 2013 Status of programme: Unknown Source of funding: USAID - \$8.75 million Link to website: http://www.acenet.edu/higher-education/topics/Pages/higher-education-development.aspx</p>

4. Summary of organisations working in R4D leadership

This table reviews organisations that are specifically working within the field of building leaders within research for development.

Name of organisation	Summary of organisational aims	Additional information
International Network for the Availability of Scientific Publications (INASP)	INASP strengthens research and knowledge systems in developing countries. INASP works with 21 partner countries and over 80 network countries around the world.	Sector: Research Main country: Global Based in: UK Link to website: http://www.inasp.info/en/
Centre for Creative Leadership (CCL)	This organisation trains other organisations in leadership and tailors their training to the individual, organisation and the African context. The organisation also sponsors awards to stimulate outstanding field research and its creative application to the practice of leadership.	Sector: Business and Research Main country: Mainly Africa Based in: Ethiopia Link to website: http://www.ccl.org/Leadership/research/awards/index.aspx
IRD (Institut de recherché pour le developpement)	IRD runs multiple capacity building programmes: <ul style="list-style-type: none"> • ARTS: Up to 36 months funding scholarship for post-masters students of developing countries to write a thesis as part of a partnership between a global north and global south based country. • BEST: Funding for between 2-12 months for professionals to further specific skills, through training in global north institution • ATS: Structural support for research institutions – average 3000€ per grant, to be lead by a researcher or engineer. Can be used to develop masters or PhD level course within the southern country institutions, training workshops or develop collaborative networks. • JEAI: Funding to develop/strengthen a research team within a developing country, associated with an IRD research unit. Up to 50, 000€ over 3 years (2002 – 2018) • PEERS: Joint research project between two high-level researchers/ research professors, one from 	Sector: Research Main country: Global Based in: France Link to website: http://en.ird.fr/partnerships/capacity-building/specific-programs/%28all%29/1

	France or Europe and one from a developing country.	
Global Development Network (GDN)	<p>Global Development Network (GDN) is a public International Organization that builds research capacity in development globally. GDN's core business is building research capacity. It does this through:</p> <ul style="list-style-type: none"> • Supporting the research capacity of social scientists in developing countries, and connecting them as a cadre of global leaders in development research. • Fostering new ways of producing, structuring and mobilizing development knowledge in key research areas. • Interconnecting researchers, knowledge, expertise and resources in support of development research capacity in the Global South. 	<p>Sector: Research Main country: Global Based in: New Delhi Link to website: http://www.gdn.int/html/page8.php?MID=12&SID=35</p>
African Technology Policy Studies Network (ATPS)	ATPS work across 27 African countries and in the African diasporas globally, on a range of sustainability & development-related topics.	<p>Sector: Research Main country: Africa Based in: Kenya Link to website: http://www.atpsnet.org/</p>
Applied Research Capacity Building in e-Health (SEARCH) (IDRC)	This programme looks at context-specific, politically-aware and socially sensitive examination of how various ICTs are being appropriated, who is being included and excluded in the process, and whether the incorporation of ICTs is leading to more equitable health outcomes. The SEARCH program cultivates local research capacity to examine e-health and whether it leads to improved health equity and stronger health systems. The first phase of SEARCH will involve scoping studies and workshops, with will elaborate the research agenda for the remainder of the program.	<p>Sector: Health Main country: Global Based in: Canada Link to website: http://www.idrc.ca/EN/Programs/Global_Health_Policy/Governance_for_Equity_in_Health_Systems/Pages/ProjectDetails.aspx?ProjectNumber=106229</p>
DIES (Dialogue on Innovative Higher Education Strategies) (DAAD and HRK)	The programme DIES supports universities in developing and threshold countries to professionalise their institutional management processes and to improve the quality of their study programmes. DIES is coordinated by the German Academic Exchange Service (DAAD) and the German Rectors' Conference (HRK). With its Training Courses , Dialogues, Projects and Partnerships, DIES offers a range of programmes through which universities in developing countries can align their training courses to international quality standards, expand their research capacities and develop competitive organisational structures. DAAD also supports	<p>Sector: Research General Main country: Global Based in: Germany Link to website: https://www.daad.de/entwicklung/index.en.html</p>

	<ul style="list-style-type: none"> • Cooperation with institutions of higher education in developing countries • Stipends for experts and management in areas of administration • Consultations for institutions of higher education for management <p>Evaluation link: https://www.daad.de/imperia/md/content/entwicklung/dies/final_version-dies_proceedings.pdf</p>	
<p>Research for Health Africa</p> <p>(COHRED)</p>	<p>Research for Health Africa (R4HA) is a programme aimed at improving health, development and equity by strengthening capacity for governance of research and innovation in African countries.</p> <p>The R4HA team works with countries to help them:</p> <ul style="list-style-type: none"> • Define national research priorities to establish a national research agenda • Build a research management information system • Develop a policy framework • Strengthen research infrastructure 	<p>Sector: Health</p> <p>Main country: Mozambique, Senegal, Tanzania</p> <p>Based in: Switzerland</p> <p>Link to website: http://www.cohred.org/external-evaluation/</p>
<p>Building Capacity to Use Research Evidence (BCURE) programme</p> <p>(DfID)</p>	<p>BCURE is the collective term for a number of strategically linked projects which are working in low and lower middle income countries to improve development interventions through better decision making processes.</p> <p>The objective of this programme is to improve the ability of people to use research findings when designing policies and programme by providing specialist online training and other support for government officials, NGOs, and research organisations.</p>	<p>Sector: Research</p> <p>Main country: Global</p> <p>Based in: UK</p> <p>Link to website: www.bcureglobal.wordpress.com</p>
<p>Development research uptake in Sub-Saharan Africa (DRUSSA)</p> <p>(Association of Commonwealth Universities)</p>	<p>The initiative aims to strengthen the research management capacity of 22 research-intensive universities in Nigeria, Ghana, Cameroon, Ethiopia, Kenya, Tanzania, Uganda, Rwanda, Malawi, Zimbabwe, Zambia, Botswana, Lesotho and South Africa by strengthening their research uptake management capacity, and by strengthening their participation in their nations' socio-economic development and in the international development scientific research system. The outputs will be:</p> <ul style="list-style-type: none"> • At least 40 university staff from 24 universities certified as specialist Research Uptake Managers. • At least 85 university staff from the 24 and other SSA universities certified through continuous professional development in Research Uptake Management. 	<p>Sector: Research</p> <p>Main country: Sub-Saharan Africa</p> <p>Based in: South Africa</p> <p>Link to website: http://www.drussa.net/index.php?option=com_content&view=category&id=198&layout=blog&Itemid=356&lang=en</p>

	<ul style="list-style-type: none"> • At least 20 M.Phil graduates (from universities, research institutions, government departments and to development NGOs) with a specialisation in evaluation and impact assessment (REI), with the particular focus on undertaking evaluation and assessment of development research programmes, and university development research uptake portfolios. • At least 24 universities in Sub-Saharan Africa embed research uptake management in their organisational and institutional practices through leadership engagement, training and benchmarking. • Systematically documented and shared evidence of uptake and utilisation of research. • An established, active, engaged and sustainable network of researchers and research uptake specialists, specialised in making research evidence accessible and useable, and engaged in the international development research system. 	
Danish Development Research Network (DDRN)	<p>The DDRN is a merger of Research Network for Governance, Economic Policy and Public Administration (GEPPA), Network for Agricultural Research for Development (NETARD), Research Network for Environment and Development (ReNED). The purpose of the merger was to enhance cross-sectoral North-South collaboration and coordination of research for development. The new network is also expected to provide a more efficient and easy entry to the Danish resource base for Danida and other stakeholders within research for development. The development objective of DDRN is to contribute to the inclusion of research and research-based knowledge in development assistance and in partner countries' development activities. To reach this goal, DDRN works with three objectives:</p> <ul style="list-style-type: none"> • Dissemination and exchange of information between development programmes and the research community within agriculture, environment and governance. DDRN provides, filters and amplifies information and research-based knowledge; • Fostering an engaged and committed network of members. By providing the necessary information channels, mechanisms and tools, DDRN facilitates community building, interaction and collaboration among its members; • Promotion of production and exchange of research-based knowledge relevant to development assistance within agriculture, environment and governance. DDRN facilitates thematic platforms, North-South partnerships and establishment of links at national, regional and international levels. 	<p>Sector: Research Main country: Global Based in: Denmark Link to website: http://ddrn.dk/intro.html</p>
Danish Research Network for International Health	<p>ENRECA (Enhancement of Research Capacity) – funded 50 long-term projects.</p> <ul style="list-style-type: none"> • Combination of institutional and individual support • Partnership for collaborative research between developing country and Danish institutions. Also enhancing Danish research institutions' ability and capacity to conduct research of relevance to 	<p>Sector: Research Main country: Global Link to website: Based in: Denmark</p>

Formerly ENRECA projects (1989-2004)	<p>developing countries</p> <ul style="list-style-type: none"> co-operation on planning and implementation of research activities in the host country relevant to its development; <ul style="list-style-type: none"> professional inputs by Danish and host-country researchers; education of researchers and other professionals from the host-country institution through postgraduate degrees and non-degree training; on-the-job training, including 'learning by doing' in collaboration with staff of the Danish partner institution; provision of equipment, literature and improved communication facilities; support for the dissemination of research results both locally and internationally; Involvement of developing country researchers in international research networks. <p>ITAD/ODI evaluation 2000 (ODI 2007 appendix 5):</p> <ul style="list-style-type: none"> financially efficient enhanced human capital projects with carefully selected target groups have been successful at influencing gov policy successful dissemination of research findings internationally (less so nationally) <p>From ENRECA evaluation 2010, suggest:</p> <ul style="list-style-type: none"> Essential to define participants roles, responsibilities and expectations in cross-organisational collaboration, working in unfamiliar structures Use small scale activities to practice and initiate partnership collaboration recommend applying a strategy with a low-intensity and prolonged closure phase To achieve sustainability: Inclusion of South partners in research networks; development of field research infrastructures and related databases; and quality research outputs Lengthy funding term key to success (overview of lessons learned – appendix 3 – pg92) <p>From Druid evaluation:</p> <p>Indicators of collective research capacity success:</p> <ul style="list-style-type: none"> if concepts, theories and methods, developed in the project are carried over and utilized in new research projects if research networks are sustained/developed (this is heavily funding dependent however) development of (existing or new) research organizations to include and support the knowledge and the capabilities built up by the project <p>From ITAD/ODI evaluation 2000 (ODI 2007 appendix 5) –</p>	
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	<ul style="list-style-type: none"> • Individual projects reflect national priorities but at the aggregate level the Programme tends to reflect Northern researchers priorities. • struggle to attract future funding for capacity building research (easier to attract for successful research projects coming out of ENRECA) • Fail to enhance host institution's poor organisational capital • do more to enhance sustainability of projects and social capital of host institutions <p>ENRECA evaluation 2010 – sometimes over-ambitious objectives for individual research projects</p> <p>From DRUID evaluation:</p> <ul style="list-style-type: none"> • Need slack in funding allocation – allowing for unexpected events (esp politics within universities) - distributing resources too thinly over many activities and sub-projects leads to strain, irritation and reduced efficiency, when unexpected events require reallocation of resources • Political changes in leadership of university diminished influence of project members and political conflicts can block some project funds • Low wages for researchers force them to seek additional work, straining project focus • ICT infrastructure (or lack of) can reduce communication between university partners • Need clear expectations of use/purpose of research for both partners 	
CIRAD - Agricultural Research for Development	<p>CIRAD has drawn up a geographical partnership strategy, centring on the implementation of research and training platforms in partnership, focusing on 6 priority lines of research conducted through global partnerships and training platforms to:</p> <ul style="list-style-type: none"> • Ecological intensification • Biomass energy and societies in the south • Accessible quality food • Animal health and emerging diseases • Public policy, poverty and inequality • Agriculture, environment, nature and society <p>DPs (research and training platforms in partnership) have been set up since 2008 to run joint programmes. Platforms include:</p> <p>National or regional overseas platforms in tropical and sub-tropical countries</p> <ul style="list-style-type: none"> • French Overseas platforms, with regional influence • Transnational thematic networks • Montpellier's scientific community and internationally renowned thematic research groups 	<p>Sector: Agriculture and Environment</p> <p>Main country: Global</p> <p>Based in: France</p> <p>Link to website: http://www.cirad.fr/en/who-are-we/our-strategy/research-and-training-platforms-in-partnership-worldwide</p>

	<p>Specifics of platform support:</p> <ul style="list-style-type: none"> • €10 m of incentive measures, equipment, financing of PhD or post Doctorates, exchange of scientists, organisation of seminars, etc. • Abroad, 200 researchers outposted - equivalent of 200 full-time assignments • 150 researchers in French Overseas locations • Hosting researchers in its laboratories and facilities, in Montpellier and French Overseas locations. • 400 international researchers hosted • Contributes to curricula and training development and education in partner universities. • 3,000 teaching hours in universities in tropical and sub-tropical countries <p>3 new fields of expertise for CIRAD:</p> <ul style="list-style-type: none"> • 1 - global strategic intelligence - to identify research issues, priorities and drafting of a global agenda • 2- programming engineering - ensures sharing of long term objectives • 3- the debate on the status of scientific outputs: particularly intellectual property rules and modes of access (prioritising vulnerable population use) <p>Partnerships are considered a useful mode for R4D (ODI):</p> <ul style="list-style-type: none"> • Aim for developing shared objectives • Long-term commitment of human, material and financial resources to achieve the objectives 	
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